



**DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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MARINE CORPS BULLETIN 3902

From: Commandant of the Marine Corps
To: Distribution List

Subj: FISCAL YEAR (FY) 01 MARINE CORPS STUDIES MASTER PLAN (MCSMP)

Encl: (1) New Study and Analysis Projects Approved for Fiscal Year 2001
Execution
(2) Ongoing Studies Approved for Continuation
(3) Marine Corps Portion of the DON's FY01 Annual CNA Research Plan
(4) Studies Deferred until FY02
(5) New Study Nomination Form
(6) Study Directive Format

1. Situation. The Marine Corps Studies System (MCSS) mission is to program, budget and manage the execution of all nonrecurring examinations (studies and analyses) undertaken to provide a greater understanding of issues and alternatives concerning organizations, concepts, tactics, doctrine, policies, force structure, plans, strategies, procedures, intelligence, weapons systems, programs and resources. The MCSMP reflects the Marine Corps' analytic priorities for the next FY.

2. Mission. To announce the approved MCSMP FY01, and to solicit study requirements for the FY02 MCSMP.

3. Execution

a. Commander's Intent. Enclosure (1) lists those studies approved for initiation in FY01 and provides a brief summary of objectives for each study. The order of priority does not specify the sequence of initiation; however, it will be used to allocate resources (personnel and funds) to accomplish the studies.

b. Tasks

(1) Studies & Analysis (S&A) Division, MCCDC. Revise the Marine Corps Studies Board (MCSB) Procedures. Based on comments from members of the FY00 MCSB, the functions and procedures for the MCSB must be significantly revised. FY02 nominations will be reviewed in detail by both S&A Division MCCDC and subsequently an O-6 level working group, before presentation to the MCSB. Publish revised procedures NLT 01 June 01. Coordinate with the Operating Forces and HQMC in the development of the revised procedures.

(2) Sponsors. Sponsors of studies approved for execution (as contained in Enclosure (1) or (3)) must assign a Sponsor's Project Officer (SPO) and draft a Study Directive (SD). SD format is contained in Enclosure (6). Commanding Generals, HQMC department heads, and MCCDC division directors may submit study

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and analysis requirements (including those study, exercise, and field representative support requirements for the Center for Naval Analyses) to be considered for inclusion in the studies program to the Commanding General (C 453), MCCDC, 3300 Russell Road, Quantico, Virginia 22134-5130.

(3) The Commanders of Marine Corps Forces Pacific, Marine Corps Forces Atlantic, and Marine Forces Reserve will consolidate study and analysis requests from subordinate commands. Emerging and Quick Response requirements will also be submitted using the format contained in enclosure (5).

4. Administration & Logistics. Enclosures (2) through (4) are provided for information. Enclosure (2) lists those FY00 studies approved for continuation. Enclosure (3) is the planned Marine Corps portion of the DON's FY00 Annual CNA Research Plan. Enclosure (4) lists those studies deferred to FY02. This Bulletin is applicable to the Marine Corps Reserve.

5. Command & Signal

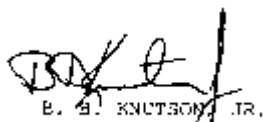
a. New Study Nomination Form. The New Study Nomination Form standardizes studies and analysis nominations and facilitates the actions described in paragraph 3b(1) above. This format is included in enclosure (6). The Nomination Form is also available on the MCSS web site (mcss.quantico.usmc.mil).

(1) Information contained in the Study Nomination Form must be easily understood and stand alone; it must make sense without reference to other documentation.

(2) Use of abbreviations and acronyms is authorized; however, special attention must be given to technical acronyms and abbreviations. All abbreviations and acronyms must be spelled out the first time they are used.

(3) Each narrative section of the Study Nomination Form should be written in bullet format to reduce the size of the narrative.

b. Submit FY02 requirements, study modifications, and cancellations to the CG MCCDC by Wednesday, 30 May 2001 to ensure consideration in FY02 program. Submissions should be made via the MCSS web page at mcss.quantico.usmc.mil or 138.156.111.12. However, in the event the web site is unavailable, submissions may be made via E-mail. This correspondence should be sent to Ms. Sherri Smith at smithsl@mccdc.usmc.mil (Coml (703) 784-3546).


E. B. KNUTSON, JR.
By direction

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NEW STUDY AND ANALYSIS PROJECTS APPROVED FOR
FISCAL YEAR 2001 EXECUTION

1. Studies approved for execution under the General Studies and Analyses portion of the Marine Corps Studies System. (In Priority Order)

Title DETERMINE THE IMPACT OF ENCROACHMENTS ON MARFORLANT TRAINING AREA REQUIREMENTS

Sponsor COMMARFORLANT and T&E Cmd., MCCDC

Objectives

1. Determine the training areas, ranges, and airspace required to meet the training needs of MARFORLANT forces.
2. Determine whether, given current and projected encroachments or other restrictions, MARFORLANT has sufficient training areas, ranges, and airspace to meet current and projected training requirements.
3. If not, determine what additional resources are required.
4. Determine to what extent encroachment, training restrictions, and range shortfalls prevent training with long-range precision weapons up to the limits of their engagement range.
5. Determine how MARFORLANT can mitigate the effects of encroachment on its training areas, ranges, and airspace.

Title SIGNALS INTELLIGENCE (SIGINT) ELECTRONIC WARFARE (EW) UMBRELLA STUDY UPDATE FOR EMW (EXPEDITIONARY MANEUVER WARFARE) 21

Sponsor Dir, Rqmts Div, MCCDC

Objectives

1. Update existing Signals Intelligence (SIGINT) Umbrella Study (DM-940501)
2. Identify and describe potential target communications and non-communications for EMW 21.
3. Identify MAGTF SIGINT and EW information and technical requirements. (Current to 2005 and out to 2020)
4. Define MAGTF SIGINT/EW capabilities. (Current to 2005 and out to 2020)
5. Determine MAGTF SIGINT/EW deficiencies. (Current to 2005 and out to 2020)
6. Identify alternatives to correct deficiencies discovered.

Title BALANCING REQUIREMENTS AGAINST RESOURCES FOR THE MARINE DIVISIONS

Sponsor CG, 2D MARDIV and DC/S PP&O

Objective How can Marine Divisions meet requirements with the present and future resource base?

Title IMPACT OF LEGISLATED PERSTEMPO LIMITATIONS ON USMC TRAINING, EXERCISES AND DEPLOYMENTS

Sponsor COMMARFORLANT

Objectives

1. Study the impact of the PERSTEMPO limitations mandated in the FY00 National Defense Authorization Act.
2. Identify the extent that PERSTEMPO per diem expenses would be incurred if the Marine Corps sustains scheduled training, exercises, and deployments.
3. Identify those units and MOSs affected by the limitations and the

extent to which they are affected.

4. Recommend changes to scheduled training and exercises that would minimize instances of excessive PERSTEMPO without degrading training readiness.

5. Determine the functions required in a software tool linking MCTFS and MCTEEP, and recommend the best approach for developing such a tool.

Title REGIONALIZATION OF EAST COAST SUPPORT FUNCTIONS

Sponsor COMMARFORLANT

Objective To determine East Coast Marine Corps bases and stations and II MEF support functions that should be regionalized in order to maximize efficiencies and cut costs, while maintaining or increasing readiness and quality of life (QOL).

Title RAMIFICATIONS OF MODIFYING MARINE CORPS ASSIGNMENT POLICIES FOR MARINES ON OKINAWA

Sponsor III MEF

Objective Determine costs and benefits of reducing turnover on Okinawa by: 1. Increasing the number of accompanied tours.

2. Changing the unaccompanied non-UDP tours to 2 years.

Title QUALITY OF LIFE IN THE UNITED STATES MARINE CORPS

Sponsor HQMC M&RA

Objective The study has several purposes. The study identifies the life areas or domains that contribute most to global QOL. The study establishes the relationship of global QOL to military outcomes (e.g., retention, readiness, and performance). The study identifies problem areas and satisfactions within each domain in order to evaluate QOL investments and determines the differences in perception of QOL by demographic groups (i.e. single Marines, married Marines without children, and married Marines with children).

Title IMPACT TO WARFIGHTING, OPERATIONAL AND TRAINING SUPPORT OF AVIATION TRANSITION YEARS

Sponsor DC/S Aviation, HQMC

Objective To analyze the potential impacts of the various aviation platform transitions and recapitalization efforts to warfighting, operational and training support.

Title MINIMIZING FLUCTUATION IN OFFICER PROMOTION FLOW POINTS

Sponsor DC/S M&RA

Objectives 1. Produce an analysis or model that provides a quantitative basis for recommendations to minimize fluctuation in flow points while maintaining relatively similar promotion opportunity. For example, if shortages are anticipated in FY04 and we are building a plan in FY02, then we could avoid promoting a large cohort by distributing additional selections to earlier years.

2. Produce an analysis or model that projects the behavior of cohorts entering into promotion zones at each grade on an annual basis with a

capability to update the information for future years and plans.

3. Produce an analysis or model that ties the impacts of promotion plans to their secondary affects on end strength planning and budget implications using quantitative measures. For example, reducing average time to promote for a certain grade may reduce the overall cost in the MPMC account, given constant end strength constraints.

Title *SYSTEMS ANALYSIS OF USMC FDP&E*

Sponsor CG, II MEF

Objective What will be the impact of future joint deployment software on USMC FDP&E business practices?

Title *DEVELOPING METRICS TO DETERMINE O&MMC FUNDING REQUIREMENTS*

Sponsor COMMARFORLANT and DC/S P&R

Objective Using Activity Based Costing (ABC) data, develop a set of metrics/measures of effectiveness to determine funding requirements for Base Operations activities. Activity Based Costing / Management (ABC/M) is one means by which the cost of performing an activity at a Marine Corps is tracked. The next logical step in this process is to determine the required level of a certain activity (using some "industry standard", but with Military-appropriate adjustments). This may allow the Marine Corps to project "level of effort" operation and maintenance (O&M) funding requirements more accurately than is done currently in the POM process.

Title *COMPARABLE ENLISTED MILITARY OCCUPATIONAL SPECIALTIES IN THE UNITED STATES MARINE CORPS*

Sponsor DC/S M&RA

Objective The Marine Corps attempts to retain all Marines in their original MOS. By retaining Marines in their original MOS we can increase the experience level in the Marine Corps while reducing time in training. Unfortunately, there are circumstances when lateral moves are necessary to meet MOS inventory requirements. Laterally moving Marines into those MOSs deemed as having comparable skill sets and/or formal training may ease the transition from one MOS to the other and reduce the on the job learning curve.

Title *FACILITATING ENGAGEMENT IN EAST AFRICA*

Sponsor Marine Forces Pacific

Objective Assess USMC engagement initiatives in the Horn of Africa, develop a methodology for measuring success, and help examine new opportunities for cooperation.

Title *OPERATIONAL EMPLOYMENT OF THE MV-22*

Sponsor DC/S Aviation, HQMC

Objective The Marine Corps is on the verge of incorporating new tilt-rotor technology that will move us a step closer to the Operational Maneuver From the Sea (MFTS) and Ship to Objective Maneuver (STOM) concepts driving our force structure and doctrine. This study should examine the operational impact of employment of the MV-22.

Title UNIT LEVEL STANDARDIZATION OF H-1 TRAINING

Sponsor DC/S Aviation, HQMC

Objective To address Marine Corps alternatives and options for accomplishing and overseeing unit-level training (AH-1Z/UH-1Y) and to ensure that other squadrons benefit from lessons learned during the transition process. A training template with associated metrics for accomplishing this is desired. The goal is to maintain maximum readiness and aircrew standardization throughout the transition process. As a point of reference, these strategies must complement results from the MV-22 Impact to Warfighting and Unit Level Standardization of MV-22 Training studies. At a minimum, the study should:

1. Determine throughput capability of HMT-303 and the Fleet Replacement Enlisted Skills Training (FREEST) based on current plan.
2. Develop alternatives for H-1 post-FRS/FREEST standardization and training.
3. Evaluate alternatives based on buy rates of 24, 36 and 48 aircraft per year to determine the most cost efficient and operationally effective procurement schedule.
4. Determine and recommend how to best staff each training alternative.
5. Develop training templates, metrics and POA&M for the most suitable alternatives.

Title FORCE PROTECTION SURVEY

Sponsor DC/S I&L and PP&O

Objective Identify alternative means of satisfying force protection requirements with the most effective resource investments.

Title IMPACT OF PRIME VENDOR ON SUPPORT COSTS

Sponsor DC/S I&L

Objective To determine where and to what degree savings are being realized as well as to determine where and to what degree costs are being incurred from Prime Vendor implementation.

Title AVIATION LOGISTICS SUPPORT ABOARD MARITIME PREPOSITIONING FORCE FUTURE (MPF(F))

Sponsor DC/S Aviation, HQMC

Objective To analyze a potential concept for providing sea-based aviation logistics support aboard MPF(F).

2. Studies Approved for Execution by the Center for Naval Analyses.
(Not in priority order)

Title ALTERNATIVE STRATEGIES FOR FUTURE USMC PRESENCE IN THE PACIFIC

Sponsor Marine Forces Pacific

Objective Objective(s) Investigate alternative strategies for future USMC presence in the Pacific. The Marine Corps must soon develop a sound strategic plan for positioning and utilizing its forces in the Pacific. Over the upcoming years all our diplomatic, political, and military efforts must focus on achieving this plan. It will significantly impact the POM, MCP, JSCP, and Forces For Memorandum, and

will dramatically influence our operations and deployments within the region. The political-military situation throughout Asia, as well as the on-going General Officers Futures Group, MARFORPAC Strategic Planning Initiative, and the upcoming QDR dictate that we develop a viable Pacific strategy.

Title *DON INTEGRATED AMPHIBIOUS OPERATIONS AND USMC AIR SUPPORT REQUIREMENTS (REFERRED TO AS DON LIFT II) UPDATE*

Sponsor DC/S PP&O

Objective To update relevant USMC portions of DON Lift II

Title *MARINE LOGISTICS COMMAND (MLC) STUDY*

Sponsor Marine Forces Pacific

Objective This study would focus on answering the question, "What are the operational responsibilities of the MLC, and what should be the division of labor between the MLC and other tactical, operational, and strategic level logistics organizations?"

Title *IMPACT OF TRANSPORTATION POLICY ON SUPPLY PERFORMANCE*

Sponsor DC/S I&L

Objective Determine how use of different transportation policies, for instance those regarding use of express carriers, shipment consolidation, direct truck service, and implementation of UMMIPS priorities, affect traditional supply performance measures such as fill rates at the supply activity and customer wait time at requisitioning units.

Title *MANPOWER CRITICAL PERFORMANCE INDICATORS*

Sponsor HQMC M&RA

Objectives

1. Examine and evaluate existing manpower performance indicators as they relate to the overall effectiveness/readiness of the Marine Corps.
2. Identify and establish meaningful manpower performance indicators where measures of effectiveness fail to currently exist.
3. Establish historical baselines for these indicators. Where appropriate, identify the level planners anticipated for these indicators at the current time. Relate the current level of the indicator to historical baselines, planned, and current levels.
4. Identify those critical performance indicators that collectively best position the Marine Corps for success. In short, those indicators that will allow decision-makers to identify small problems before they become big problems and to assess the relative success of various policy initiatives.
5. Make recommendations on the potential system(s) that will enable M&RA to best display/convey the information contained collectively within these critical performance indicators.

Title RECRUITING FORCE EFFECTIVENESS STUDY

Sponsor Marine Corps Recruiting Command

Objectives 1. Validate existing individual recruiter standards of effectiveness and recommend revisions as appropriate.
2. Examine the relative effectiveness of various recruiting techniques.
3. Identify potential areas of untapped potential that may improve recruiter effectiveness.

Title EXERCISE DESIGN TO EVALUATE THE SUPPORTING/SUPPORTED
COMMAND RELATIONSHIP

Sponsor CG, II MEF

Objective How can an exercise be designed to maximize quantifiable measures of effectiveness to assess the supporting/supported command relationship?

Title SUPPLY CHAIN MANAGEMENT PERFORMANCE IMPROVEMENTS

Sponsor MARCORLOGBASES (Code 82B)

Objectives 1. Review the methodology, logic, and conclusions of our business case analysis (BCA), which strives to answer the question, Can we achieve performance improvements by consolidating the retail supply activities of the Fleet Support Divisions and the Maintenance Centers? Then, validate or amend the BCA report, and subsequently establish the BCA report as a baseline document for the follow-on analysis.
2. Evaluate the peacetime and wartime demand levels on the supply activities of the Maintenance Centers with an aim toward evaluating the risks of the proposed consolidation verses the status quo. By consolidating supply activities, can we reduce the operational risks of stockouts at the Maintenance Centers during the high-volume material demands of wartime, surge efforts?
3. Evaluate the status quo verses the proposed integration with an aim toward answering the organizational question, "What is the optimal organizational structure to maximize supply performance as the primary goal and to realize efficiencies as a secondary benefit".

Title OPTIMIZING INFORMATION MANAGEMENT FROM PLANNING THROUGH
EXECUTION

Sponsor III MEF

Objective Assess information management processes that improve the commander's situational awareness for MAGTF operations.

3. Quick Response Studies Approved for Execution by the Center for Naval Analyses.

Title DEPLOYABILITY READINESS STUDY

Sponsor CG, 1st FSSG

Objective How can we better measure our deployment readiness?

Title OFFICER RECRUITING STRUCTURE STUDY

Sponsor Marine Corps Recruiting Command

Objectives 1. Analyze the current population behaviors of current and future college students.

2. Analyze the current Officer Recruiting Structure.

3. Determine, based on a through market analysis, the optimal allocation of OSOs.

4. Develop a method by which Officer Recruiting Structure can be validated periodically.

4. EXERCISE SUPPORT PROJECTS (In Priority Order)

<u>PRIORITY</u>	<u>EXERCISE</u>
1	Kernel Blitz (KR) 01 and K.B {X}
2	UNIFIED ENDEAVOR 01/FUERTAS DEFENSAS 01
3	Freedom Banner
4	UFL 01
5	Foal Eagle
6	DEPEX 1-01
7	Internal Look 01
8	BLUE ADVANCED 01
9	MEFEX 01/UFL 01
10	Internal Look FY01
11	Desert Knight 01
12	DEPEX 2-01

ONGOING STUDIES APPROVED FOR CONTINUATION

Study Title ANALYSIS OF ALTERNATIVES FOR COMBAT IDENTIFICATION (AOA CID)

Sponsor Requirements Div, MCCDC

Objectives To perform an AOA that shall identify and evaluate available alternatives that support solutions to CID requirements in accordance with the visionary time-phased approach specified in the CID master plan. Additionally, the AOA shall determine the operational effectiveness, suitability, and life-cycle support costs for each alternative across the various platforms, CID mission areas, and master plan phases.

Performer Booz-Allen & Hamilton

Completion Date 10/1/00

Study Title AVIATION ORDNANCE INVENTORY ADEQUACY

Sponsor Rqmts. Div., MCCDC

Objectives To conduct analysis of aviation ordnance requirements versus inventory to determine overall supportability for operations and training. There are shortages of aviation ordnance inventories that result in inefficiencies and possibly degrade aviation capabilities. The purpose of this study is to examine the aviation inventory management processes and identify how they can be changed/improved to increase aviation ordnance availability to better meet operational and training requirements.

Performer COTS

Completion Date 3/31/00

Study Title DEVELOPMENT OF A FUNCTIONAL ASSESSMENT TO DETERMINE THE ESSENTIAL WARFIGHTING CAPABILITIES NECESSARY TO SUPPORT DECISION MAKING AT EACH ECHELON OF COMMAND

Sponsor Dir, MSTP

Objectives To determine the capabilities and processes for each capabilities set required to support information requirements and decision-making at each echelon from MARFOR Headquarters down to the Company level on the ground side and the Squadron level on the air side. To determine the functional requirements for each capabilities set such as information processes and procedures, personnel, training, and network infrastructure necessary to support information requirements and decision-making at each echelon from MARFOR to the Company level on the ground side and the Squadron level on the air side. Identify and assess alternative information management architectures in relationship to the supported C2 concepts. To evaluate the most practical and promising strategies for dealing with the potential problem of information overload within the current operating environment. To recommend courses of action and implementation plans which provide the most benefit to the Marine Corps.

Performer CSC

Completion Date 10/1/00

Study Title CHEM-BIO RESPONSE REQUIREMENTS AND STRATEGIES FOR USMC INSTALLATIONS

Sponsor DC/S PP&O

Objectives To Provide a baseline assessment of chem-bio terrorist attack response capabilities that should be achieved by all MARCORBASESPAC installations to meet the threats of the early 21st Century.

Performer EAI, Inc

Completion Date 5/1/01

Study Title WARTIME ATTRITION RATE FOR PERSONNEL AND EQUIPMENT (WARPE)

Sponsor DC/S M&RA

Objectives CASRATES: The major objective is to review and update the casualty rates (CASRATES) embedded in the CASEST model. The CASRATES should be expanded to include Military Operations Other Than War (MOOTW), and treat the components of Decease Non-Battle Injuries (DNBI) separately. An additional objective is to identify commonalties and differences in the various programs' (MAGTF II, CAST etc.) casualty estimation algorithms and devise a consolidated approach for casualty estimate determination, resulting in a single source of casualty estimations for all practitioners in analysis and planning dependent upon casualty projections. CARFs: To devise a new CARF methodology, update CARFs, and develop an automated, PC-based tool for assigning CARFs in support of the USMC Program Objectives Memorandum (POM), FMF operations planners, and the War Reserve System (WRS) as needed.

Performer LOGICON

Completion Date 2/22/01

Study Title HRDP STUDY - ANALYSIS OF THE INFORMATION SYSTEMS AND MODELS SUPPORTING THE USMC TOTAL FORCE STRUCTURE AND HUMAN RESOURCES DEVELOPMENT PROCESSES

Sponsor DC/S M&RA

Objectives To produce a systems architecture that defines the information systems and models that will support the TFS and HRD processes well into the 21st century.

Performer MCRU - Penn State

Completion Date 12/15/00

Study Title RF PROPAGATION IN URBAN ENVIRONMENT

Sponsor MARCORSYSCOM

Objectives Develop future small unit command and control radios for use in the urban environment. 1. What frequencies are best suited for penetrating urban structures and for limiting propagation range to no more than 2000 meters (-100 dBm at that range) in open terrain? 2. Which of these frequencies could be approved for use by military forces in the regions where the Marine Corps historically train? 3. What output power is needed for penetrating urban structures and for limiting propagation range to no more than 2000 meters (-100 dBm at that range) in open terrain, while keeping the radio under 3 lbs., with

batteries?

4. What antenna design is best suited for penetrating urban structures and for limiting propagation range to no more than 2000 meters (-100 dBm at that range)?

Performer MCRU - Penn

Completion Date 3/31/00

Study Title TRAINING PIPELINE FLOW

Sponsor T&E Cmd, MCCDC

Objectives To study the process and determine the alternatives to achieve an efficient and effective flow of students through the training pipeline.

Performer Unitech

Completion Date 11/1/00

Study Title CLASS V(W) WAR MATERIAL REQUIREMENTS DETERMINATION (WRMR)

Sponsor WDID, MCCDC

Objectives To update the Class V(W) planning factors (Planning factors for FMF Combat Operations) and update Class VII attrition rates, which are used to determine War Reserve Material Requirements for Principle End Items.

Performer QUANTICS

Completion Date 10/30/00

Study Title OVERARCHING TACTICAL WHEELED VEHICLE STUDY

Sponsor MARCORSYSCOM

Objectives To identify the Marine Corps' overall tactical wheeled vehicle lift requirement for each scenario, irrespective of the lift platform. To develop alternative vehicle fleet mixes that support both OMFTS and conventional scenarios, and document the range of light, medium, heavy and specialized tactical wheeled vehicle capabilities needed to fulfill the overall requirement. To assess and compare the relative costs, benefits and risks for the alternatives. This assessment will include estimating the life cycle cost for each alternative. The comparison will include an analysis of the trade-offs between the alternatives.

Performer CoTS

Completion Date 3/31/01

Title MEETING OMFTS CLASS III REQUIREMENTS STUDY

Sponsor CG, 2d FSSG

Objective Document the current and future Class III requirements and procedures for a MEF-level MAGTF and subordinates. Develop a plan to transition from current procedures and requirements to the future OMFTS procedures and requirements.

Completion Date 31 Dec 2000

Title *INTEGRATED LOGISTICS CAPABILITY SUPPLY CONSOLIDATION STUDY*

Sponsor CG, MCCDC (ILC)

Objective To analyze the near-term (Future Year Defense Program (FYDP)) costs and benefits, as well as the operational implications of consolidating supply functions at the retail level.

Completion Date 31 Dec 2000

Title *FSSG WARTIME REQUIREMENTS STUDY*

Sponsor CG, 1st FSSG

Objective To analyze both the current and FSPG-proposed laydown of structure and equipment for the FSSG in order to determine whether the FSSG is properly structured and equipped to meet wartime operational requirements.

Completion Date 31 Oct 2000

Title *TOTAL FORCE STREET-TO-FLEET STUDY*

Sponsor DC/S M&RA

Objective To enhance the utility of the MCAID Program to manpower managers by expanding the database coverage to include officers and reservists and widening the scope of population variables available for analysis; and to use the assembled database to provide attrition and retention analyses of officers and enlisted.

Completion Date 31 Oct 2000

Title *BETTER METHODOLOGIES AND TOOLS FOR IMPROVING TRAINING MANAGEMENT*

Sponsor CG, I MEF

Objective To examine the TEEP process in detail in order to take full advantage of innovative ways to train and accomplish unit METLs.

Completion Date 31 Jan 2001

Title *USMC FLIGHT HOURS OPERATIONS PROGRAM BUDGET DEVELOPMENT METHODOLOGY STUDY*

Sponsor DC/S Aviation, HQMC

Objective To develop an improved methodology for budgeting Marine Corps flight hours. Determine options for flight hours/sortie tracking that better suit the Marine Corps' sortie-based training and "core competency" training now being conducted as a result of the Marine Aviation Campaign Plan (MACP).

Completion Date 31 Oct 2000

Title *CONNECTING RESOURCES TO READINESS AT THE COMPONENT LEVEL*

Sponsor COMMARFORPAC

Objective To develop analytic tools and methods to allow the Marine Corps to define trends and relationships among resources which will enhance equipment readiness and an assessment tool to improve the quantity and timeliness of decisions which will be used in the application of resources to readiness.

Completion Date 31 Jul 2001

Title *MARINE AVIATION REQUIREMENTS STUDY*

Sponsor DC/S Aviation, HQMC

Objective To determine complete Marine aviation requirements and answer the following question: What Marine aviation support is required for MAGTF, Joint and Combined operations in peacetime, wartime and combinations thereof; how do these fiscally unconstrained air support requirements translate into number of required aviation systems/squadrons?

Completion Date 30 May 2001

Title *ANALYTICAL SUPPORT FOR THE MARINE CORPS' QUADRENNIAL DEFENSE REVIEW PROGRAM*

Sponsor CG, MCCDC & DC/S PP&O

Objective To provide a dedicated full-time on-site scientific analyst support for the Marine Corps QDR Program who will 1. Conduct in-depth analyses and develop policy issue paper which accurately reflects the Marine Corps' position.

2. Provide a link between the Marine Corps MAA Branch and the QDR Cell to ensure that the mainline MAA analyses address QDR requirements and to conduct mini-MAA excursions that will support Marine Corps positions.

3. Continued development of the Marine Corps Deployment and Employment Database.

4. Document and report all Marine Corps QDR lessons learned including opportunities, trends, and apparent deficiencies.

5. Provide general QDR analytical support as directed.

Completion Date 31 Jan 2002

**MARINE CORPS PORTION OF THE
DON FY01 ANNUAL CNA RESEARCH PLAN**

1. Scientific Analyst and USMC Areas of Expertise

Logistics & Combat Service Support Area of Expertise. Analyses of plans, policies, and procedures in the areas of maintenance; supply, material readiness; infrastructure; transportation; and medical support for the Operating Forces (active and reserve) and the Supporting Establishment.

Hosted by DC/S Installation and Logistics.

Manpower & Force Structure Area of Expertise. Analyses of plans, policies, and procedures in the areas of recruiting; manning; force structure; force management; and staffing. These analyses also address the relationship between compensation and manning, MOS structure, and attrition.

Hosted by DC/S Manpower & Reserve Affairs.

Operations Area of Expertise. Analyses of plans, policies, and procedures in the areas of training; exercises; tactics, techniques and procedures; readiness; contingency operations, and joint/combined operations.

Hosted by DC/S Plan, Policies, and Operations.

Programs and Resources Area of Expertises. Analyses of plans, policies, and procedures associated with Marine Corps programs, the POM process and resources. The focus also included, when appropriate, the conduct of analysis of alternatives for major programs.

Hosted by DC/S Programs and Resources.

Naval Integration Area of Expertise. Analyses of plans, policies, and procedures in the areas of Marine Corps concepts, doctrine, requirements, science and innovation, and interoperability. This area of expertise is focused on the MAGTF and its ability to conduct operations as a component of the naval element of the joint task force of the 21st Century. This expertise area also hosts a full-time Scientific Analyst and associated support for the Marine Corps QDR Team.

Hosted by CG, MCCDC.

Aviation Area of Expertise. Analyses of plans, policies, and procedures in the areas of aviation training; exercises; tactics, techniques and procedures; readiness; contingency operations, and joint/combined operations.

Hosted by DC/S Aviation.

2. Field Representative Billets

COMMARFORPAC
COMMARFORLANT
CG, I MEF
CG, II MEF
CG, III MEF
CG, MCAGCC

3. Ongoing CNA Studies Approved for Continuation

Title MEETING OMFTS CLASS III REQUIREMENTS STUDY

Sponsor CG, 2d FSSG

Objective Document the current and future Class III requirements and procedures for a MEF-level MAGTF and subordinates. Develop a plan to transition from current procedures and requirements to the future OMFTS procedures and requirements.

Completion Date 31 Dec 2000

Title INTEGRATED LOGISTICS CAPABILITY SUPPLY CONSOLIDATION STUDY

Sponsor CG, MCCDC (ILC)

Objective To analyze the near-term (Future Year Defense Program (FYDP)) costs and benefits, as well as the operational implications of consolidating supply functions at the retail level.

Completion Date 31 Dec 2000

Title FSSG WARTIME REQUIREMENTS STUDY

Sponsor CG, 1st FSSG

Objective To analyze both the current and FSPG-proposed laydown of structure and equipment for the FSSG in order to determine whether the FSSG is properly structured and equipped to meet wartime operational requirements.

Completion Date 31 Oct 2000

Title TOTAL FORCE STREET-TO-FLEET STUDY

Sponsor DC/S M&RA

Objective To enhance the utility of the MCAID Program to manpower managers by expanding the database coverage to include officers and reservists and widening the scope of population variables available for analysis; and to use the assembled database to provide attrition and retention analyses of officers and enlisted.

Completion Date 31 Oct 2000

Title BETTER METHODOLOGIES AND TOOLS FOR IMPROVING TRAINING MANAGEMENT

Sponsor CG, I MEF

Objective To examine the TEEP process in detail in order to take full advantage of innovative ways to train and accomplish unit METLs.

Completion Date 31 Jan 2001

Title USMC FLIGHT HOURS OPERATIONS PROGRAM BUDGET DEVELOPMENT METHODOLOGY STUDY

Sponsor DC/S Aviation, HQMC

Objective To develop an improved methodology for budgeting Marine Corps flight hours. Determine options for flight hours/sortie tracking that better suit the Marine Corps' sortie-based training and "core competency" training now being conducted as a result of the Marine Aviation Campaign Plan (MACP).

Completion Date 31 Oct 2000

Title *CONNECTING RESOURCES TO READINESS AT THE COMPONENT LEVEL*

Sponsor COMMARFORPAC

Objective To develop analytic tools and methods to allow the Marine Corps to define trends and relationships among resources which will enhance equipment readiness and an assessment tool to improve the quantity and timeliness of decisions which will be used in the application of resources to readiness.

Completion Date 31 Jul 2001

Title *MARINE AVIATION REQUIREMENTS STUDY*

Sponsor DC/S Aviation, HQMC

Objective To determine complete Marine aviation requirements and answer the following question: What Marine aviation support is required for MAGTF, Joint and Combined operations in peacetime, wartime and combinations thereof; how do these fiscally unconstrained air support requirements translate into number of required aviation systems/squadrons?

Completion Date 30 May 2001

Title *ANALYTICAL SUPPORT FOR THE MARINE CORPS' QUADRENNIAL DEFENSE REVIEW PROGRAM*

Sponsor CG, MCCDC & DC/S PP&O

Objective To provide a dedicated full-time on-site scientific analyst support for the Marine Corps QDR Program who will

1. Conduct in-depth analyses and develop a policy issue paper which accurately reflects the Marine Corps' position.
2. Provide a link between the Marine Corps MAA Branch and the QDR Cell to ensure that the mainline MAA analyses address QDR requirements and to conduct mini-MAA excursions that will support Marine Corps positions.
3. Continued development of the Marine Corps Deployment and Employment Database;
4. Document and report all Marine Corps QDR lessons learned including opportunities, trends, and apparent deficiencies.
5. Provide general QDR analytical support as directed.

Completion Date 31 Jan 2002

4. Studies Approved for Execution by the Center for Naval Analyses.

Title *ALTERNATIVE STRATEGIES FOR FUTURE USMC PRESENCE IN THE PACIFIC*

Sponsor Marine Forces Pacific

Objective Objective(s) Investigate alternative strategies for future USMC presence in the Pacific. The Marine Corps must soon develop a sound strategic plan for positioning and utilizing its forces in the Pacific. Over the upcoming years all our diplomatic, political, and military efforts must focus on achieving this plan. It will significantly impact the POM, MCP, JSCP, and Forces For Memorandum, and will dramatically influence our operations and deployments within the region. The political-military situation throughout Asia, as well as the on-going General Officers Futures Group, MARFORPAC Strategic Planning Initiative, and the upcoming QDR dictate that we develop a

viable Pacific strategy.

Title DEPARTMENT OF THE NAVY INTEGRATED AMPHIBIOUS OPERATIONS AND USMC AIR SUPPORT REQUIREMENTS (REFERRED TO AS DON LIFT II) UPDATE

Sponsor DC/S PP&O

Objective To update relevant USMC portions of DON Lift II

Title MARINE LOGISTICS COMMAND (MLC) STUDY

Sponsor Marine Forces Pacific

Objective This study would focus on answering the question, "What are the operational responsibilities of the MLC, and what should be the division of labor between the MLC and other tactical, operational, and strategic level logistics organizations?"

Title IMPACT OF TRANSPORTATION POLICY ON SUPPLY PERFORMANCE

Sponsor DC/S I&L

Objective Determine how use of different transportation policies, for instance those regarding use of express carriers, shipment consolidation, direct truck service, and implementation of UMMIPS priorities, affect traditional supply performance measures such as fill rates at the supply activity and customer wait time at requisitioning units.

Title MANPOWER CRITICAL PERFORMANCE INDICATORS

Sponsor HQMC M&RA

Objectives

1. Examine and evaluate existing manpower performance indicators as they relate to the overall effectiveness/readiness of the Marine Corps.
2. Identify and establish meaningful manpower performance indicators where measures of effectiveness fail to currently exist.
3. Establish historical baselines for these indicators. Where appropriate, identify the level planners anticipated for these indicators at the current time. Relate the current level of the indicator to historical baselines, planned, and current levels.
4. Identify those critical performance indicators that collectively best position the Marine Corps for success. In short, those indicators that will allow decision-makers to identify small problems before they become big programs and to assess the relative success of various policy initiatives.
5. Make recommendations on the potential system(s) that will enable M&RA to best display/convey the information contained collectively within these critical performance indicators.

Title RECRUITING FORCE EFFECTIVENESS STUDY

Sponsor Marine Corps Recruiting Command

Objective

1. Validate existing individual recruiter standards of effectiveness and recommend revisions as appropriate.
2. Examine the relative effectiveness of various recruiting techniques.

3. Identify potential areas of untapped potential that may improve recruiter effectiveness.

Title EXERCISE DESIGN TO EVALUATE THE SUPPORTING/SUPPORTED
COMMAND RELATIONSHIP

Sponsor CG, II MEF

Objective How can an exercise be designed to maximize quantifiable measures of effectiveness to assess the supporting/supported command relationship?

Title SUPPLY CHAIN MANAGEMENT PERFORMANCE IMPROVEMENTS

Sponsor MARCORLOGBASES (Code 82B)

Objective 1. Review the methodology, logic, and conclusions of our business case analysis (BCA), which strives to answer the question, Can we achieve performance improvements by consolidating the retail supply activities of the Fleet Support Divisions and the Maintenance Centers? Then, validate or amend the BCA report, and subsequently establish the BCA report as a baseline document for the follow-on analysis.

2. Evaluate the peacetime and wartime demand levels on the supply activities of the Maintenance Centers with an aim toward evaluating the risks of the proposed consolidation verses the status quo. By consolidating supply activities, can we reduce the operational risks of stockouts at the Maintenance Centers during the high-volume material demands of wartime, surge efforts?

3. Evaluate the status quo verses the proposed integration with an aim toward answering the organizational question, "What is the optimal organizational structure to maximize supply performance as the primary goal and to realize efficiencies as a secondary benefit".

Title OPTIMIZING INFORMATION MANAGEMENT FROM PLANNING THROUGH
EXECUTION

Sponsor III MEF

Objective Assess information management processes that improve the commander's situational awareness for MAGTF operations.

5. Quick Response Studies Approved for Execution by the Center for Naval Analyses.

Title DEPLOYABILITY READINESS STUDY

Sponsor CG, 1st FSSG

Objective How can we better measure our deployment readiness?

Title OFFICER RECRUITING STRUCTURE STUDY

Sponsor Marine Corps Recruiting Command

Objective 1. Analyze the current population behaviors of current and future college students.

2. Analyze the current Officer Recruiting Structure.
3. Determine, based on a thorough market analysis, the optimal allocation of OSOs.
4. Develop a method by which Officer Recruiting Structure can be validated periodically.

6. EXERCISE SUPPORT PROJECTS (In Priority Order)

<u>PRIORITY</u>	<u>EXERCISE</u>
1	Kernel Blitz (KR) 01 and K.B {X}
2	UNIFIED ENDEAVOR 01/FUERTAS DEFENSAS 01
3	Freedom Banner
4	UFL 01
5	Foal Eagle
6	DEPEX 1-01
7	Internal Look 01
8	BLUE ADVANCED 01
9	MEFEX 01/UFL 01
10	Internal Look FY01
11	Desert Knight 01
12	DEPEX 2-01

7. Above Core CNA Projects to be continued into FY01

Project Title SCIENTIFIC ANALYSTS

Sponsor Marine Corps Warfighting Lab (MCWL)

Description Six full-time analysts will provide independent, objective analysis support to MCWL efforts. CNA will provide a combination of on-site support and augmentation for specific projects and experiments.

Project Title FIELD REPRESENTATIVE

Sponsor MARCORMATCOM

Description The CNA analyst will provide full-time, on-site analytical support on a variety of issues of concern to MARCORMATCOM in its role as the single process owner for MLCM within the Marine Corps. The activities of the CNA analyst will be directed toward those projects specifically related to the command's mission. The CNA analyst will also act in an advisory role to provide COMMARCORMATCOM, and his staff, with analytic assistance which supports the evaluation of operational capabilities, the optimum use of resources, and other issues as required. In addition, the CNA analyst will provide liaison between the command and CNA in mutual support of the efforts of both organizations.

Project Title SCIENTIFIC ANALYST (Part Time)

Sponsor Office for Installation Reform (I&L)

Description The Installation Reform Office requires part-time analytical support from CNA to assist with all aspects of planning and execution, building performance metrics for installation reform, and ensuring that these

changes do not have serious adverse impact on the installation work-force. CNA will provide a scientific analyst to analyze existing CNA databases and convey the results of previous CNA work to LR staff members.

Study Title V&V SUPPORT TO PREDATOR M&S

Sponsor MCOTEA

Objectives To help establish the credibility of the Predator/SRAW M&S system and its suitability to support IOT&E through a series of V&V activities including, as appropriate, document reviews, source requirement trace activities, design and code walkthroughs, and functional tests.

STUDIES DEFERRED UNTIL FY02

Title EXECUTIVE LEVEL LAYDOWN PLAN

Sponsor CG, MCB Camp Pendleton

Objectives 1. Develop an executive theme to optimize tenant laydown in all Camps within Base Pendleton to achieve best and most efficient use of existing assets coupled with the best operational and functional relationship of tenants.
2. Develop a consensus among key tenants as to a preferred theme.
3. Provide an executive plan to guide future effective Master Plan Development.
4. Provide an executive plan which will aid in efficient, effective, and consistent development of the Base and its Camps through M1R1, M2R2, and MCON Construction Programs.

Title MARINE AVIATION LOGISTICS SQUADRON ORGANIZATIONAL STRUCTURE

Sponsor DC/S Aviation, HQMC

Objective To determine the best organizational structure needed to support command and control relationships necessary to fulfill mission requirements, tasks, roles, and functions.

Title DEVELOPMENT OF AN ALTERNATIVE METHODOLOGY FOR ACQUIRING DOD WAGE SURVEY DATA FOR NON-APPROPRIATED FUND (NAF) CRAFTS AND TRADES EMPLOYEES

Sponsor DC/S M&RA

Objective Develop an alternative means to collect the required wage survey data which complies with Public Law 92-393, yet is less expensive and more efficient than the current process. Once developed, this alternative methodology will be used as a "reinvention initiative" pursued through the Marine Corps Reinvention Laboratory.

Title COURT REPORTER SYSTEM EFFICIENCY REVIEW

Sponsor COMMARFORLANT

Objectives 1. Develop objective evaluation criteria for Court Reporter productivity.
2. Determine the number of court reporters needed to serve the needs of MARFORLANT and MARCORBASESLANT.
3. Determine the number of court reporters needed in school to provide an adequate flow of personnel to the field.
4. Determine if voice recognition technology is a viable alternative to the present system.

NEW STUDY NOMINATION FORM

The New Study Nomination Form will contain the following paragraphs:
(Note: All fields are required unless noted)

A. Sponsor Information

1. Sponsored by:
2. Address 1:
Address 2: **Optional**

City:
State: Zip Code: (no dashes)
3. Study Project Officer/POC:
(must be a servicemember, not a contractor or Federally Funded Research and Development Corporation (FFRDC) analyst)

First Name: Last Name:
Rank:
Commercial Phone: DSN: FAX:
Email Address:

B. Study and Analysis Information

1. Study/Analysis Proposed Title:
 - a. Objective(s):
 - b. Scope:
 - c. Required Completion Date:
2. The following criteria are used to evaluate each nomination in light of the overall Marine Corps need.
 - ◆ Ties to seminal Marine Corps documents (e.g., CMC Planning Guidance, POM, Master Plan, Associated Implementation Plans, etc.).
 - ◆ Potential dollar/resource implications to the Marine Corps.
 - ◆ Critical impact on ongoing operations/deployments.
 - ◆ Urgency of decisions that the study will support.
 - ◆ Implications to readiness.
 - ◆ Application to major Joint/OSD/Congressional efforts (e.g., MRS-05, JSR, Dynamic Commitment, QDR).
 - ◆ Support to major Marine Corps decision for a (e.g., FSPG, POM (PWG, IPEG), etc.)
 - ◆ Relevance to significant near-term procurements.

To best support the selection and prioritization process, please provide as much information as possible with respect to the selection criteria listed above. (Bullet style narrative preferred)

Revised: 01 Dec 00

STUDY DIRECTIVE FORMAT
for the
STUDY TITLE

1. **BACKGROUND**

Describe it here... what led up to this study and where is it going (Etc.)

2. **OBJECTIVE AND SCOPE**

2.1 Objective. *Describe it here... what do you want to accomplish*

2.2 Scope. *Describe it here... what does the task encompass*

3. **ASSUMPTIONS AND MAJOR FACTORS FOR CONSIDERATION**

3.1 Assumptions

3.1.1 The Marine Corps mission, as prescribed in the National Security Act of 1947 (amended), will not change from FY 01 to FY 05 (*Dates should be inclusive of the period covered by the study*).

3.1.2 The force programmed in the current Program Objectives Memorandum (POM) for (list years of current POM, e.g. FY 01 - FY 06) will be subject to change.

3.1.3 Threat forces will continue to modernize per the projections of our intelligence agencies.

3.1.4 An environment of stable defense budgets will likely continue for the foreseeable future.

3.1.5 The OPTEMPO the Marine Corps is currently experiencing will remain the same for the foreseeable future.

3.1.6 Etc...

3.2 Major Factors for Consideration

3.2.1 *Things the performer should be aware of up front... Etc...*

4. **METHODOLOGY**

The study performer shall determine the methodology for the study and shall describe this methodology in their Technical Proposal for approval by the Marine Corps' Study Sponsor and Study Advisory Committee.

5. **PERFORMANCE**

5.1 General. The study shall be performed per the provisions of MCO 3902.

5.2 Tasking. (*Logical breakdown of the question or problem into constituent parts. The assigned Contracting Officer Representative (COR) can help here*)

5.2.1 **Task 1 - (Task Title, e.g., Literature Search).**

The study performer shall...

5.2.2 **Task 2 - (Task Title).**

The study performer shall...

5.2.3 **Task 3 - (Task Title). (etc.)**

The study performer shall...

5.3 **Time of Performance.** The study performer shall complete this study within [xx] months after the delivery order or contract date. The Draft Final Report shall be completed and delivered to the COR no later than [xx] months after start. The performance schedule is contained in Section 6. *(Leave this blank unless there is a certain date by which the answer is needed)*

6. **DELIVERABLES.** *(Section 6 is written by the COR and is provided here for information)*

6.1 **General.** Deliverables shall be provided according to the following schedules. The Contracting Officer's Representative may approve modifications to these schedules (COR) as long as the final report is delivered per Section 6.3. All reports shall be written unless otherwise stated.

6.2 **Reports**

6.2.1 **Monthly Progress Reports:** The study performer shall submit monthly progress reports to keep the Study Sponsor and COR apprised of study progress.

6.2.2 **Interim Reports:** Interim reports are provided at designated periods in the conduct of the study. The report shall be in the same format as required for the draft final report and shall, at a minimum, contain a summary of all documents or interviews used in research, initial findings, conclusions, and recommendations with appropriate backup data/information. The report shall logically lead to the development of the draft final and final reports. If the report is to be briefed at an In Progress Review (IPR), the report shall be delivered to the COR a minimum of 10 working days prior to the IPR. **The government will require 15 days for review.**

6.2.3 **IPRs:** IPRs are briefings that cover the results of study performer efforts on specific tasks, phases, or reports. These briefings shall be made by the study performer to the Study Sponsor and Study Advisory Committee (SAC) and shall include view graphs, slides, and/or charts. The proposed agenda for the IPR shall be delivered to the COR 5 working days prior to the IPR.

6.2.4 **Draft Final Report:** The draft final report shall be submitted as designated, shall fulfill the same requirements as for interim reports and shall lead to the logical development of the final report. **The government will require 30 days for review.**

Final Report: The final report shall be submitted within 30 days after receipt of Marine Corps comments on the draft final report. The final report shall include appropriate electronic media containing the final report in PC compatible Microsoft Office 95 or 97 format.

6.3 Reports and Demonstrations (example only)

<u>End Product/Description</u>	<u>Quantity</u>	<u>Delivery Date</u>
6.3.1 Monthly Progress Report	one electronic copy or three paper copies	10 th working day of each month
6.3.2 IPR Agenda	one electronic copy	5 working days prior to IPR
6.3.3 Interim Report #1 (Tasks 1 & 2)	three copies paper text, one electronic copy	4 months after start
6.3.4 Interim Report #2 (Task 3)	three copies paper text, one electronic copy	6 months after start
6.3.5 Interim Report #3 (Tasks 4 & 5)	three copies paper text, one electronic copy	9 months after start
6.3.6 Draft Final Report (Tasks 1-5)	three copies paper text, one electronic copy	10 months after start
6.3.7 Final Report	three copies paper text, one electronic copy	30 days after receipt of USMC written comments on the Draft Final Report

6.4 IPRs example

<u>IPR #</u>	<u>Subject</u>	<u>Date</u>
6.4.1 I	Interim Report #1	4.5 months after start
6.4.2 II	Interim Report #2	6.5 months after start
6.4.3 III	Interim Report #3	9.5 months after start
6.4.4 IV	Draft Final Report	10.5 months after start

7. **GUIDANCE**

7.1 General Instructions

7.1.1 *As required for clarification and/or guidance....*

7.2 Specific Instructions

7.2.1 Any analytical techniques, automated models, or data bases used for this study will be identified prior to commencement and must be provided to the Marine Corps as part of the deliverables. It is not anticipated that automated models will be developed to support this study, but if such modeling is required it will be explained in detail prior to commencement. The government will be provided with unlimited rights to such material. Proprietary models will not be used without the specific, written approval of the Marine Corps.

7.2.2 Microsoft Office 95 or 97 Professional Edition products are approved for use in completing this study. Exceptions to these products must be fully justified and approved by the Study Sponsor. Charts, maps, and graphics shall be incorporated in the Word files.

7.2.3 Any assumptions required in addition to those listed above must be specifically approved by the Marine Corps and shall be clearly identified in each of the reports.

7.2.4 Supporting rationale must be provided for all findings and conclusions.

7.2.5 All reports shall be UNCLASSIFIED. Should there be a requirement for the inclusion of classified information, it shall be provided as a separate appendix, under separate cover.

7.2.6 *Etc.*

8. REFERENCES/MATERIALS

8.1 Reference. The following documents/material shall be obtained by the study performer during the literature search/data collection portion of this study effort:

8.1.1 *List them...*

8.2 Government Furnished Materials. The following documents/material shall be provided as government furnished material by the Study Sponsor upon initiation of this study effort:

8.2.1 *List them... (As appropriate)*

9. COORDINATING INSTRUCTIONS

9.1 Study Sponsor. (*Command, Department or Division sponsoring the study*)

Study Sponsor's Action Officer:
Name/Office Code
phone #:
fax #:
email:

9.2 Study Advisory Committee

Study Project Officer: (Same as Action Officer above)

Technical Study Project Officer (TSP0): (Assigned from Analysis Branch (C 451), S&A Division, MCCDC)

Contracting Officer's Representative: (Assigned from MCSS Management Branch (C 453), S&A Division, MCCDC)

Membership:
HQMC:
DC/S AVN
DC/S I&L
DC/S P&R
DC/S M&RA
DC/S PP&O
ADC/S C⁴I

USMC Intel Activity

MCCDC:

WDID (C 39)

Concepts (C 41)

Doctrine (C 42)

Rqmts (C 44)

MCWL (C 52)

TFS (C 53)

T&E Cmd (C 46)

MARCORSYSCOM: Program Analysis and Evaluation (Others as determined by PA&E)

9.3 Performing Activities. (Internal Marine Corps Working Group, S&A Division, Joint Navy/Marine Corps Working Group, Etc. (*If applicable*))

9.4 External Activities: TBD (*CNA, Contractor, Navy Lab, etc.*)

9.5 Security Classification Guidance.

9.5.1 Security Classification of Study Report(s): It is anticipated that all reports will be designated as "Unclassified". However, should classification become necessary, it will not be higher than SECRET.

9.5.2 Security Classification Access Requirements: The highest security classification required for this study will be SECRET.